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ABSTRACT

Texas' 20 regional education service centers provide a number of programs and services supported by designated state funds, and offer other services needed by the local districts when funds and staffing are available. This report on the status of the service center program for the 1984-85 school year describes the specific services offered, the number of centers offering each service, the levels of participation in the activities, and the funding sources used. The financial position of the service centers is examined, with supporting material presented in the form of tabular analyses of budget and salary information. The report also covers the procedures and general findings of the management and service audits conducted in each center, and reviews the status of a pilot program established to test a systematic structure for the delivery of special program services by the centers. The report concludes with a recommendation by the State Board of Education that $4 million be spent to provide additional services in the areas of accreditation, training, and curriculum. (PGD)

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# Regional Education Service Centers Standardized Reporting Format As Reported by the State Board of Education

## Submitted to the Legislative Budget Board and Governor's Budget Office

EA 017 572

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February 11, 1985

TO: The Honorable Members of the Legislative Budget Board and Governor's Budget Office

Article III, Rider 8, of the General Appropriations Act directed the Central Education Agency to continue and improve as necessary a standardized reporting system for Regional Education Service Center budgets and personnel rosters. Reports are to include salaries, consultant services and fringe benefits. Service centers were required to submit this information to the commissioner of education in order to expend state funds.

The interim commissioner of education submitted the summary of budget appropriations and expenditures for education service centers for 1984-1985 to the State Board of Education at its February 9, 1985 meeting. The compiled report also includes a descriptive summary of services rendered throughout the state by education service centers, the impact of recent legislation such as House Bill 246 and House Bill 72, an accounting of pilot programs, and recommendations for future funding.

The report was approved by the State Board of Education and is herein presented for your consideration. The Central Education Agency is available to provide additional information, should it be desired.

Respectfully submitted,

Jon Brumley

Jon Brumley, Chairman
State Board of Education

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## I. General Status

The education service centers are generally operating in accord with applicable laws and rules of the State Board of Education. The basic establishment of regional service centers and the system of governance for centers is in accordance with State Board rules. Selection of membership to regional boards of directors follows the uniform rules adopted for electing ESC board members. The leadership of the service centers is relatively stable, although four changes occurred this past year. Regions IX, X, XII, and XX appointed new executive directors.

During the 1981-82 year, all centers moved to the Agency's standard budgeting, auditing, and financial reporting system as required by law. The standard accounting procedures were implemented in 1982-83. Agency staff spent considerable time in implementing the system and training service center personnel.

The total amount of FY 1985 budgeted appropriations for all centers is $93,142,827. For comparison purposes, expenditures usually are below budgeted amounts. FY 1983 expenditures were $94,856,341. In FY 1984 expenditures were $95,818,877.

Reductions of funds at a time of inflation have caused some of the centers to refocus certain of their efforts. Several have been particularly impacted by the Education Consolidation and Improvement Act of 1981 which combined 28 categorical discretionary programs and placed that money into block grants to school districts. Centers that participated heavily in these discretionary programs have reduced staff. This refocusing has resulted in centers agreeing that they should concentrate their efforts in basic skills improvement. In many cases local school districts have agreed to pay for the cost of some services which they considered to be particularly beneficial.

This report sets out information in the areas of programs and services, financial status, management and service audits, basic services to be provided by all regional education service centers, and pilot programs.

## II. Programs and Services Operated By Regional Education Service Centers

All education service centers provide certain core programs and services which are supported by designated funds. Other activities are provided based on the needs of districts in a region, the availability of funds and the capability of the ESC staff. The following description of the various programs and services includes the numbers of centers offering the activity, the levels of participation, funding sources, and their general status.

### Regional Educational Media Services

All ESCs provide this service which includes purchase, circulation, and maintenance of educational films and other audio visual materials. The law requires districts to contribute a sum at least equal to the state payment ($1.00/ADA) to participate. For the 1983-84 school year, $2,589,997 in state funds were allocated to this purpose. Ninety-five percent of the eligible school districts which enroll 99% of the students in average daily attendance in the state elected to participate in these services.

### Regional Computer Services

The 61st Texas Legislature authorized an annual payment of $1 per ADA, or a greater amount provided by the General Appropriations Act, to encourage school districts to acquire computer services from regional processing centers. During the biennium, 739 school districts participated in this program for administrative and instructional data processing services. These services include both batch and on-line processing systems which support student files, scheduling, grade reporting, financial management, personnel, payroll, vehicle maintenance and other functions which lend themselves to automation.

Education service centers also offer procurement, training, and other assistance to schools in the application of microcomputers to instruction. In 1981 the eight regional processing centers formed the Texas Education Computer Cooperative to coordinate planning and to develop mutually beneficial computer systems and services for school districts.

### Texas Education Computer Cooperative

The Texas Education Computer Cooperative (TECC) was developed in answer to a need for leadership for the statewide system of education computer services. TECC is an action entity designed to initiate projects that are mutually beneficial to all school districts for both administrative and educational data processing. The cooperative is instrumental in promoting the use of computers in instruction and as an object of instruction.

## Services for Handicapped Students

All ESCs provide this service. Consultative services help local school personnel understand state and federal requirements, evaluate current programs for the handicapped, and plan for program modifications to meet identified needs. Personnel development activities help school personnel improve instructional planning skills and needs assessment techniques. The ESCs help school districts identify and service handicapped children not being appropriately served. They also provide supportive and supplementary services when local schools cannot provide them through regular funding sources. Other services include the provision of specialized materials and equipment, family counseling, physical therapy, mobility skills, and occupational therapy. Although smaller and medium size school districts use regional services more extensively, almost every school district in the state with handicapped children is assisted in some way through the ESCs. These services are supported by a combination of state and federal funds.

## Accreditation Assistance

All ESCs provide this service at varying levels. They assist school district personnel to understand the state accreditation requirements and to develop and implement required plans. Services include:

- Provision of sample goals and assistance with validating goals
- Training in how to conduct a self-study to determine learner needs and program discrepancies
- Assistance in developing and implementing plans for remediating needs identified in the self-study
- Assistance in preparing reports to the Agency

In addition, all ESCs provide assistance to school districts in the interpretation and implementation of the requirements of Chapter 75 and House Bill 72.

These services are supported with a variety of local, federal, and state base funds.

## Support Services Cooperatives (.6 Personnel Unit)

All ESCs provided this service during 1983-84. Each ESC provided management services for cooperative use of .6 personnel unit provided for school districts having fewer than 1,000 students in ADA. The personnel units are to be used cooperatively by eligible districts to meet state accreditation standards. The support services personnel include counselors, librarians, library aides, school nurses, and instructional supervisors. The service centers help the eligible schools identify their greatest needs, develop plans for use of personnel, and employ and supervise the personnel in cooperation with the local school administrators. State funding pays only for salaries at the minimum state level. Local salary increments above the state minimum, costs are borne by the schools and the service centers. In 1983-84, 620 school districts participated in cooperatives managed by the centers and a total of 384.6 personnel units were employed.

During the 1984 Special Session of the Texas Legislature funds for the program were eliminated due to changes in the funding formula for school districts.

## Improving Instruction of Basic Skills

All ESCs provide this service. The centers help local school personnel identify curriculum areas and instructional skills which need strengthening. They conduct workshops designed to address identified needs. Since needs vary in different schools, the training programs developed or used by the ESCs also vary. They provide information and assistance to school personnel wishing to implement suggestions for planning and coordinating instruction. They also help the Agency refine the suggestions based on their experience with school districts. A combination of state base funds and federal funds provides financial support for these services.

## Bus Driver Training

All ESCs provide this service. School bus drivers are required by law to undergo 20 hours of training to improve their competencies in safe and proper operation of school buses. Drivers must also attend refresher courses every three years. Because there is a high turnover of bus drivers, there is a continuing need for training. Each ESC employs a coordinator who develops the instructional program and schedules the sessions to train drivers in each area of the region. This arrangement ensures better and more economical instruction than if the individual district provided its own training.

In 1983-84, 12,949 bus drivers employed in more than 1,026 school districts received this training. Designated state funds support this service.

## Gifted and Talented

All ESCs provide basic gifted and talented services which include assistance to school districts with needs assessment, program planning, awareness of new developments, and personnel development. In addition, 15 ESCs served 168 districts as fiscal agents for gifted and talented cooperatives which provide more extensive training and support services for teachers for 1983-84. Some activities involve students directly. This service is supported by designated state funds.

## Services for Migrant Students

All ESCs participate in this program. Levels of service vary based on the number of school districts in the region participating in the migrant program. ESCs help schools identify migrant students, assist in training teachers and aides who teach migrants, and provide special materials used in migrant programs. The ESCs also participate in the Migrant Student Record Transfer System which is a computerized data bank on migrant students. Federal funds support these services.

## National Diffusion Network (NDN) Facilitator Project

All ESCs participate in these projects. The National Diffusion Network is made up of programs which meet the stringent validation criteria set by the US Department of Education and are then made available to other schools through inservice training and materials. Texas school districts completed 2,050 adoptions of nationally validated programs, impacting some 110,375 students. The project provided special training to 2,125 teachers and follow-up on-site assistance to 4,415 classrooms.

## Adult Basic and Secondary Education

Ten ESCs are serving as the fiscal agent for groups of districts. One staff member's salary in the service center is paid to provide administrative functions and coordination. Other funds pay for teachers, supplies, utilities, and other costs at the district level. In 1983-84, a total of 40,139 adults were enrolled in Adult Basic and Secondary Education programs managed by the ESCs.

## Driver Education and Traffic Safety for Students

Twelve ESCs operate driver education programs. Some assist with only the classroom phase of instruction, and others provide classroom and behind-the-wheel instruction. Cost-effective relocatable driving simulators are used, enabling one teacher to teach many driving skills to a class of 16 students at one time. The simulators save fuel costs and ensure greater safety than if beginning skills are taught behind the wheel with a ratio of one teacher to three students. State and local funds provide staffing, fuel, maintenance, insurance, replacement of equipment, and instructional materials.

## Bilingual Education

Eleven ESCs provide services to school districts with federal Title VII, ESEA bilingual education projects, and other programs for limited English proficient students. The centers help local districts identify eligible students, plan educational programs to meet their needs, and coordinate training programs and support services for bilingual education teachers. Also, some ESCs provide staff development for districts under contract with state funding.

## Other Programs

In addition to the programs described, the centers operate a wide variety of other programs. Because these programs involve fewer service centers and/or fewer dollars, they have not been capsulized in this paper. Some examples include display of sample textbooks, assistance with school volunteers, training and assistance for school counselors, workshops for new school board members, cooperative purchasing, seminars for school superintendents, media equipment repair, and Chapter I, ECIA Migrant co-op fiscal agents.

These programs are supported by local, federal, and state funds.

## Implementation of Chapter 75

The curriculum changes described in 19 TAC Chapter 75 have required massive redistribution of instructional and staff development priorities on the part of all school districts. The ESCs have played an important role by communicating current information regarding these changes, helping districts plan for the new requirements through curriculum and staff development sessions, and assisting in the development of policies and materials to facilitate implementation of this curriculum reform.

This assistance has been supported by local, federal, and state funds.

## III. Financial Status

Article III, Section 7 of the General Appropriations Act of 1981 directed the Central Education Agency to develop a standardized reporting system to be implemented beginning with the 1981-82 school year for Regional Education Service Center budgets and personnel rosters including salaries and fringe benefits. Section 53.30 State Board of Education Rules (Rule 226.21.02.043) requires the centers to use the same budgeting, accounting and financial reporting system as that used by the Texas Education Agency.

In compliance with this mandate, a bulletin (BAAR - Budgeting, Accounting, Auditing, and Reporting for RESCs) was published, prescribing the procedures to be followed. Budgeting, auditing, and reporting requirements were effective for the 1981-82 school year and the accounting procedures were implemented effective with the 1982-83 school year.

A. Financial position of the 20 Education Service Centers as reflected in the fiscal year 1985 standardized budget:

The ESCs began the fiscal year with a fund balance of $18,788,229. This, combined with anticipated revenues and other resources of $88,364,733, provided a total available of $107,153,002. Budgeted appropriations (Anticipated expenses) were $93,142,827 which results in an anticipated ending fund balance of $14,010,175 for the year. Since appropriations exceed anticipated revenues, the ESCs will utilize $4,778,054 of their fund balance to support planned operations.

| | |
|---|---|
| Beginning Fund Balance 9/1/84 | $ 18,788,229 |
| Anticipated Revenues and Other Resources | 88,364,773* |
| Total Available | $107,153,002 |
| Budgeted Appropriations and Other Uses | 93,142,827** |
| Anticipated Fund Balance 8/31/85 | $ 14,010,175 |

*Includes other resources of $8,813,077
**Includes other uses of $8,734,728

(See Exhibit 1 for details on individual centers.)

B. Anticipated revenues, by source, are as follows:

| | |
|---|---|
| Local | $ 36,710,076 |
| State | 23,949,622 |
| Federal | 18,891,598 |
| Other Resources | 8,813,077 |
| Total | $ 88,364,773 |

(See Exhibit 2 for details on individual centers.)

C. Appropriations (exclusive of other uses by function were:

| | |
|---|---|
| Center Operations | $ 8,864,916 |
| General Education | 8,881,192 |
| Occupational Education and Technology | 2,342,394 |
| Special Education including the Deaf | 16,272,866 |
| Programs for Special Populations | 8,134,122 |
| Regional Services | 39,912,609 |
| Total Appropriations | $84,408,099 |

(See Exhibit 3 for details on individual centers.)

D. Appropriations (exclusive of other uses) by type of expenditure are:

| | |
|---|---|
| Salaries | $43,178,594 |
| Fringe Benefits | 3,163,683 |
| Travel | 2,733,952 |
| Rental | 4,263,542 |
| Communications and Utilities | 1,674,140 |
| Office Expense and Printing* | 9,156,318 |
| Professional Fees and Services** | 10,523,167 |
| Repairs and Maintenance | 2,922,684 |
| Capital Outlay | 6,792,019 |
| Total Appropriations | $84,408,099 |

(See Exhibit 4 for details on individual centers.)

E. Salaries [SBOE Rule 53.27(b)(5)]

Salary scales for service center employees are established by service center management and approved by the board of directors. These scales are based on the Texas State Public Education Compensation Plan. Service center policies usually provide a salary range for each position with some discretion allowed in determining the exact salary for each employee. Factors that influence the exact salaries include (1) salaries paid by local school districts, and (2) educational level, professional skills, and experience possessed by a particular employee or applicant. An exception to the above is the salaries of executive directors and in some cases the deputy directors. Salaries for these positions are generally negotiable and are established by the service center's board of directors.

(See Exhibit 5 for a comparison of the twenty service centers.)

*Office Expense and Printing includes all instructional materials developed by the ESC, procurement of instructional and testing materials and debt service of the ESC (principal payment on loans and lease-purchases).

**Professional Fees and Services include flow-thru funds to school districts in support of cooperative services managed by the ESC; insurance to cover ESC-owned buildings, furniture and equipment, vehicles, media library, etc.; and bonding expense for employees.

ESC BUDGET ANALYSIS

Comparison: Budgeted Funds Available to Appropriated Expenditures/Uses With Resulting Fund Balance for 1984-85

| RESC | Fund Balance 9/1/84 | Revenue | Other[1] Resources | Total Available | Appropriations | Other Uses[2] | Fund Balance 8/31/85 | Increase(Decrease) Fund Balance | % Increase (Decrease) | Flow-Thru[3] |
|---|---|---|---|---|---|---|---|---|---|---|
| I | $ 1,563,987 | $ 3,710,023 | $ 173,150 | $ 5,447,160 | $ 3,788,070 | $ 173,150 | $ 1,485,940 | $ (78,047) | (5.0) | $ 173,150 |
| II | 531,767 | 2,833,105 | -0- | 3,364,872 | 2,833,105 | -0- | 531,767 | -0- | -0- | -0- |
| III | 3,417,503 | 2,402,508 | 645,391 | 6,465,402 | 3,566,862 | 645,391 | 2,253,149 | (1,164,354) | (34.1) | 645,391 |
| IV | 1,786,091 | 12,562,217 | 2,500,000 | 16,848,308 | 12,522,217 | 2,540,000 | 1,786,091 | -0- | -0- | 2,500,000 |
| V | 410,950 | 1,665,018 | 198,235 | 2,274,203 | 1,951,958 | 198,235 | 124,010 | (286,940) | (69.8) | 198,235 |
| VI | 991,229 | 3,738,827 | 511,066 | 5,241,122 | 3,751,577 | 508,066 | 981,479 | (9,750) | (1.0) | 508,066 |
| VII | 698,122 | 2,665,697 | 54,726 | 3,418,545 | 2,794,428 | 54,726 | 569,391 | (128,731) | (18.4) | 54,726 |
| VIII | 195,959 | 1,540,598 | 35,866 | 1,772,423 | 1,598,443 | 16,697 | 157,283 | (38,676) | (19.7) | 16,697 |
| IX | 150,796 | 1,825,430 | 19,786 | 1,996,012 | 1,812,348 | 59,867 | 123,797 | (26,999) | (17.9) | -0- |
| X | 1,441,771 | 10,259,416 | 276,292 | 11,977,479 | 10,979,121 | 276,292 | 722,066 | (719,705) | (49.9) | 276,292 |
| XI | 1,016,877 | 3,987,762 | 2,500 | 5,007,139 | 4,182,577 | -0- | 824,562 | (192,315) | (18.9) | -0- |
| XII | 94,233 | 2,161,608 | 625,375 | 2,881,216 | 2,161,465 | 625,375 | 94,376 | 143 | 0.2 | 625,375 |
| XIII | 1,753,612 | 4,018,380 | 754,533 | 6,526,525 | 4,015,880 | 754,533 | 1,756,112 | 2,500 | 0.1 | 754,533 |
| XIV | 355,002 | 2,069,821 | 178,633 | 2,603,456 | 2,134,960 | 38,391 | 430,105 | 75,103 | 21.2 | 38,391 |
| XV | 412,504 | 2,044,191 | 365,339 | 2,822,034 | 2,181,655 | 386,494 | 253,885 | (158,619) | (38.5) | 365,339 |
| XVI | 1,410,374 | 4,515,279 | 1,616,137 | 7,541,790 | 5,233,383 | 1,540,474 | 767,933 | (642,441) | (45.5) | 997,374 |
| XVII | 37,555 | 2,944,261 | -0- | 2,981,816 | 2,863,196 | 80,000 | 38,620 | 1,065 | 2.8 | -0- |
| XVIII | 90,962 | 2,174,431 | -0- | 2,265,393 | 2,254,431 | -0- | 10,962 | (80,000) | (87.9) | -0- |
| XIX | 288,226 | 5,313,420 | 218,639 | 5,820,285 | 5,466,294 | 199,628 | 154,363 | (133,863) | (46.4) | 199,628 |
| XX | 2,140,709 | 7,119,704 | 637,409 | 9,897,822 | 8,316,129 | 637,409 | 944,284 | (1,196,425)* | (55.9) | 637,409 |
| Total | $18,788,229 | $79,551,696 | $ 8,813,077 | $107,153,002 | $84,408,099 | $ 8,734,728 | $14,010,175 | $(4,778,054) | (25.4) | $7,990,606 |

*Establishment of an Inter-act television network

[1]Includes sale of equipment, insurance recoveries, transfers-in and flow-thru in for cooperative efforts.

[2]Includes transfers-out, principal payments on leases and loans, and flow-thru out to cooperatives for which the ESC serves as fiscal agent.

[3]Flow-thru out included in Other Uses[2]. Not eligible for indirect cost.

Exhibit 1





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EDUCATION SERVICE CENTERS
1984-85 Budget Analysis

Resources

| RESC | LOCAL Amount | LOCAL % | STATE Amount | STATE % | FEDERAL Amount | FEDERAL % | TOTAL Amount | TOTAL % | OTHER[1] RESOURCES Amount | OTHER[1] RESOURCES %[3] | TOTAL AVAILABLE Amount | TOTAL AVAILABLE % | FLOW-THRU[2] Amount | FLOW-THRU[2] %[3] |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| I | $ 1,196,866 | 32.3 | $ 1,136,091 | 30.6 | $ 1,377,066 | 37.1 | $ 3,710,023 | 100 | $ 173,150 | 4.5 | $ 3,883,173 | 100 | $ 173,150 | 4.5 |
| II | 1,120,271 | 39.5 | 961,867 | 34.0 | 750,967 | 26.5 | 2,833,105 | 100 | -0- | -0- | 2,833,105 | 100 | -0- | -0- |
| III | 731,550 | 30.4 | 724,687 | 30.2 | 946,271 | 39.4 | 2,402,508 | 100 | 645,391 | 21.2 | 3,047,899 | 100 | 645,391 | 21.2 |
| IV | 7,953,056 | 63.3 | 3,485,955 | 27.8 | 1,123,206 | 8.9 | 12,562,217 | 100 | 2,500,000 | 16.6 | 15,062,217 | 100 | 2,500,000 | 16.6 |
| V | 455,784 | 27.4 | 714,875 | 42.9 | 494,459 | 29.7 | 1,665,018 | 100 | 198,235 | 10.6 | 1,863,253 | 100 | 198,235 | 10.6 |
| VI | 1,139,605 | 30.5 | 1,323,633 | 35.4 | 1,275,589 | 34.1 | 3,738,827 | 100 | 511,066 | 12.0 | 4,249,893 | 100 | 508,066 | 11.9 |
| VII | 1,253,148 | 47.0 | 984,177 | 36.9 | 428,372 | 16.1 | 2,665,697 | 100 | 54,726 | 2.0 | 2,720,423 | 100 | 54,726 | 2.0 |
| VIII | 380,909 | 24.7 | 659,151 | 42.8 | 500,538 | 32.5 | 1,540,598 | 100 | 35,866 | 1.1 | 1,576,464 | 100 | 16,697 | 1.1 |
| IX | 460,021 | 25.2 | 813,855 | 44.6 | 551,354 | 30.2 | 1,825,430 | 100 | 19,786 | 1.1 | 1,845,216 | 100 | -0- | 4.7 |
| X | 5,767,304 | 56.2 | 2,592,857 | 25.3 | 1,899,255 | 18.5 | 10,259,416 | 100 | 276,292 | 2.6 | 10,535,708 | 100 | 276,292 | 2.6 |
| XI | 1,733,210 | 43.5 | 1,536,497 | 38.5 | 718,055 | 18.0 | 3,987,762 | 100 | 2,500 | 0.1 | 3,990,262 | 100 | -0- | -0- |
| XII | 792,813 | 36.7 | 808,211 | 37.4 | 560,584 | 25.9 | 2,161,608 | 100 | 625,375 | 22.4 | 2,786,983 | 100 | 625,375 | 22.4 |
| XIII | 1,790,410 | 44.6 | 1,203,069 | 29.9 | 1,024,901 | 25.5 | 4,018,380 | 100 | 754,533 | 15.8 | 4,772,913 | 100 | 754,533 | 15.8 |
| XIV | 989,215 | 47.8 | 531,879 | 25.7 | 548,727 | 26.5 | 2,069,821 | 100 | 178,633 | 7.9 | 2,248,454 | 100 | 160,952 | 7.2 |
| XV | 598,887 | 29.3 | 895,188 | 43.8 | 550,116 | 26.9 | 2,044,191 | 100 | 365,339 | 15.2 | 2,409,530 | 100 | 365,339 | 15.2 |
| XVI | 1,268,828 | 20.7 | 1,130,097 | 18.4 | 2,116,354 | 34.5 | 4,515,279 | 100 | 1,616,137 | 26.4 | 6,131,416 | 100 | 1,002,374 | 16.4 |
| XVII | 967,136 | 32.8 | 832,985 | 28.3 | 1,144,140 | 38.9 | 2,944,261 | 100 | -0- | -0- | 2,944,261 | 100 | -0- | -0- |
| XVIII | 892,016 | 41.0 | 706,078 | 32.5 | 576,337 | 26.5 | 2,174,431 | 100 | -0- | -0- | 2,174,431 | 100 | -0- | -0- |
| XIX | 3,017,237 | 56.8 | 1,269,223 | 23.9 | 1,026,960 | 19.3 | 5,313,420 | 100 | 218,639 | 4.0 | 5,532,059 | 100 | 199,628 | 3.6 |
| XX | 4,201,810 | 59.0 | 1,639,247 | 23.0 | 1,278,647 | 18.0 | 7,119,704 | 100 | 637,409 | 8.2 | 7,757,113 | 100 | 637,409 | 8.2 |
| Totals | $36,710,076 | 46.2 | $23,949,622 | 30.1 | $18,891,998 | 23.7 | $79,551,696 | 100 | $8,813,077 | 100 | $88,364,773 | 100 | $8,117,717 | 100 |
| Mean | | 39.4 | | 32.6 | | 26.6 | | --- | | 8.6 | | --- | | 8.2 |
| Median | | 38.1 | | 31.1 | | 26.5 | | --- | | 6.2 | | --- | | 6.0 |

[1]Not included in accounting records as revenue.

[2]Not included in accounting records as expenditures.

[3]Expressed as a percent of total available.

Exhibit 2





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## ESC BUDGET ANALYSIS

Comparison of Budgeted Appropriations
by Function for 1984-85

| RESC | Center Operations | % | General Education | % | Occupational Education and Technology | % | Special Education Including Deaf | % |
|---|---|---|---|---|---|---|---|---|
| I | $ 541,049 | 14.3 | $ 277,965 | 7.3 | $ 37,967 | 1.0 | $ 336,399 | 8.9 |
| II | 266,289 | 9.4 | 311,941 | 11.0 | 130,195 | 4.6 | 647.466 | 22.9 |
| III | 309,674 | 8.7 | 986,051 | 27.6 | 56,576 | 1.6 | 887,133 | 24.9 |
| IV | 811,348 | 6.5 | 1,617,302 | 12.9 | 261,277 | 2.1 | 1,654,807 | 13.2 |
| V | 293,344 | 15.0 | 378,900 | 19.4 | -0- | -0- | 604,491 | 31.0 |
| VI | 535,799 | 14.3 | 710,539 | 18.9 | 475,848 | 12.7 | 691,704 | 18.4 |
| VII | 376,204 | 13.5 | 171,449 | 6.1 | 31,300 | 1.1 | 814,710 | 29.1 |
| VIII | 292,864 | 18.3 | 194,577 | 12.2 | -0- | -0- | 531,598 | 33.3 |
| IX | 266,705 | 14.7 | 102,608 | 5.7 | 261,768 | 14.4 | 474,900 | 26.2 |
| X | 764,885 | 7.0 | 1,825,856 | 16.6 | -0- | -0- | 1,273,960 | 11.6 |
| XI | 380,854 | 9.1 | -0- | -0- | -0- | -0- | 862,581 | 20.6 |
| XII | 379,297 | 17.5 | 63,810 | 3.0 | -0- | -0- | 575,528 | 26.6 |
| XIII | 396,453 | 9.9 | 600,709 | 14.9 | 27,859 | 0.7 | 831,545 | 20.7 |
| XIV | 309,716 | 14.5 | 722,950 | 33.9 | -0- | -0- | 717,665 | 33.6 |
| XV | 205,872 | 9.4 | 73,653 | 3.4 | -0- | -0- | 758,080 | 34.8 |
| XVI | 992,778 | 19.0 | 248,475 | 4.8 | 242,093 | 4.6 | 723,659 | 13.8 |
| XVII | 345,032 | 12.0 | 2,500 | 0.1 | 74,208 | 2.6 | 568,608 | 19.8 |
| XVIII | 369,204 | 16.4 | 24,846 | 1.1 | -0- | -0- | 554,149 | 24.6 |
| XIX | 471,894 | 8.6 | 257,962 | 4.7 | 5,705 | 0.1 | 1,507,145 | 27.6 |
| XX | 555,655 | 6.7 | 309,099 | 3.7 | 737,598 | 8.9 | 1,256,738 | 15.1 |
| Total | $8,864,916 | | $ 8,881,192 | | $2,342,394 | | $16,272,866 | |
| Mean | | 12.2 | | 10.4 | | 2.7 | | 22.8 |
| Median | | 12.7 | | 6.7 | | 0.9 | | 23.7 |

Exhibit 3

| RESC | Programs for Special Populations | % | Regional Services | % | Total | % | Other Uses | % of Total Expended |
|---|---|---|---|---|---|---|---|---|
| I | $1,610,928 | 42.5 | $ 983,762 | 26.0 | $ 3,788,070 | 100 | $ 173,150 | 4.4 |
| II | 290,055 | 10.2 | 1,187,159 | 41.9 | 2,833,105 | 100 | -0- | -0- |
| III | 331,669 | 9.3 | 995,759 | 27.9 | 3,566,862 | 100 | 645,391 | 15.3 |
| IV | 65,082 | 0.5 | 8,112,401 | 64.8 | 12,522,217 | 100 | 2,540,000 | 16.9 |
| V | 106,164 | 5.4 | 569,059 | 29.2 | 1,951,958 | 100 | 198,235 | 9.2 |
| VI | 655,889 | 17.5 | 681,798 | 18.2 | 3,751,577 | 100 | 543,066 | 12.7 |
| VII | 94,032 | 3.4 | 1,306,733 | 46.8 | 2,794,428 | 100 | 54,726 | 1.9 |
| VIII | 239,967 | 15.0 | 339,437 | 21.2 | 1,598,443 | 100 | 35,866 | 2.2 |
| IX | 262,499 | 14.5 | 443,868 | 24.5 | 1,812,348 | 100 | 86,354 | 4.5 |
| X | 221,452 | 2.0 | 6,892,968 | 62.8 | 10,979,121 | 100 | 276,292 | 2.5 |
| XI | 157,348 | 3.8 | 2,781,794 | 66.5 | 4,182,577 | 100 | -0- | -0- |
| XII | 250,513 | 11.6 | 892,317 | 41.3 | 2,161,465 | 100 | 625,375 | 22.4 |
| XIII | 429,693 | 10.7 | 1,729,621 | 43.1 | 4,015,880 | 100 | 754,533 | 15.8 |
| XIV | 171,373 | 8.0 | 213,256 | 10.0 | 2,134,960 | 100 | 160,952 | 7.5 |
| XV | 268,200 | 12.3 | 875,850 | 40.1 | 2,181,655 | 100 | 386,494 | 15.0 |
| XVI | 1,555,301 | 29.7 | 1,471,077 | 28.1 | 5,233,383 | 100 | 1,540,474 | 22.7 |
| XVII | 453,822 | 15.9 | 1,419,026 | 49.6 | 2,863,196 | 100 | 80,000 | 2.7 |
| XVIII | 130,287 | 5.8 | 1,175,945 | 52.1 | 2,254,431 | 100 | -0- | -0- |
| XIX | 599,841 | 11.0 | 2,623,747 | 48.0 | 5,466,294 | 100 | 199,628 | 3.5 |
| XX | 240,007 | 2.9 | 5,217,032 | 62.7 | 8,316,129 | 100 | 637,409 | 7.1 |
| Total | $8,134,122 | | $39,912,609 | | $84,408,099 | 100% | $8,937,925 | |
| Mean | | 11.6 | | 40.2 | | | | 8.3 |
| Median | | 10.9 | | 41.6 | | | | 5.8 |

Exhibit 3 (cont.)







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ESC BUDGET ANALYSIS
COMPARISON: BUDGETED APPROPRIATIONS BY EXPENDITURE CODE
1984-85

| EXPENDITURE CODE | RESC I | % | RESC II | % | RESC III | % | RESC IV | % | RESC V | % | RESC VI | % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Salaries | $2,361,354 | 62.3 | $1,580,580 | 55.8 | $1,213,776 | 42.6 | $ 5,851,956 | 46.7 | $1,155,778 | 59.2 | $2,398,157 | 63.9 |
| Fringe Benefits | 136,655 | 3.6 | 189,905 | 6.7 | 80,707 | 2.3 | 372,018 | 3.0 | 61,231 | 3.1 | 129,835 | 3.5 |
| Travel | 218,334 | 5.8 | 124,597 | 4.4 | 99,826 | 2.6 | 181,270 | 1.4 | 71,040 | 3.6 | 236,172 | 6.8 |
| Rental | 13,563 | 0.4 | 6,206 | 0.2 | 13,965 | 0.4 | 1,685,349 | 13.5 | 81,551 | 4.2 | 111,865 | 3.0 |
| Communications and Utilities | 91,583 | 2.4 | 39,659 | 1.4 | 57,234 | 1.6 | 186,302 | 1.5 | 32,588 | 1.7 | 45,786 | 1.2 |
| Office Expense and Printing | 409,879 | 10.8 | 131,818 | 4.7 | 243,790 | 6.8 | 1,626,143 | 13.0 | 129,359 | 6.1 | 430,422 | 11.5 |
| Professional Fees and Services | 207,002 | 5.5 | 475,583 | 16.8 | 276,673 | 7.7 | 1,438,539 | 11.5 | 245,402 | 12.6 | 224,557 | 6.0 |
| Repairs and Maintenance | 106,650 | 2.8 | 66,442 | 2.3 | 130,616 | 3.7 | 967,438 | 7.7 | 15,995 | 0.8 | 53,510 | 1.4 |
| Capital Outlay | 243,050 | 6.4 | 218,333 | 7.7 | 1,152,295 | 32.3 | 213,182 | 1.7 | 169,014 | 8.7 | 102,273 | 2.7 |
| Sub-Total | $3,788,070 | 100% | $2,833,105 | 100% | $3,566,862 | 100% | $12,522,217 | 100% | $1,951,958 | 100% | $3,751,577 | 100% |
| Loan Principal Payments | -0- | -0- | -0- | -0- | -0- | -0- | 40,000 | 0.3 | -0- | -0- | -0- | -0- |
| Flow-Through Out | $ 173,150 | 4.4 | -0- | -0- | $ 645,391 | 15.3 | $ 2,500,000 | 16.6 | $ 198,235 | 9.2 | $ 508,066 | 11.9 |
| Total | $3,961,220 | 100% | $2,833,105 | 100% | $4,212,252 | 100% | $15,062,217 | 100% | $2,150,193 | 100% | $4,259,643 | 100% |

Exhibit 4





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ESC BUDGET ANALYSIS
COMPARISON: BUDGETED APPROPRIATIONS BY EXPENDITURE CODE
1984-85

| EXPENDITURE CODE | RESC VII | % | RESC VIII | % | RESC IX | % | RESC X | % | RESC XI | % | RESC XII | % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Salaries | $1,651,400 | 59.1 | $ 993,211 | 62.1 | $1,093,504 | 60.3 | $ 5,524,177 | 50.3 | $1,624,117 | 38.8 | $1,027,280 | 47.5 |
| Fringe Benefits | 25,391 | 0.9 | 68,566 | 4.3 | 59,243 | 3.3 | 265,262 | 2.4 | 107,480 | 2.6 | 147,981 | 6.9 |
| Trave. | 141,487 | 5.1 | 78,417 | 4.9 | 81,325 | 4.5 | 174,647 | 1.6 | 61,910 | 1.5 | 86,029 | 4.0 |
| Rental | 82,057 | 2.9 | 42,313 | 2.7 | -0- | -0- | 637,027 | 5.8 | 183,029 | 4.4 | 85,300 | 3.9 |
| Communications and Utilities | 187,163 | 6.7 | 31,505 | 2.0 | 25,285 | 1.4 | 77,338 | 0.7 | 59,270 | 1.4 | 64,809 | 3.0 |
| Office Expense and Printing | 225,324 | 8.1 | 179,725 | 11.3 | 172,137 | 9.5 | 774,323 | 7.1 | 290,078 | 6.9 | 257,891 | 11.9 |
| Professional Fees and Services | 216,464 | 7.7 | 83,783 | 5.2 | 281,749 | 15.5 | 1,815,694 | 16.5 | 1,716,034 | 41.0 | 348,488 | 16.1 |
| Repairs and Maintenance | 90,809 | 3.3 | 48,385 | 3.0 | 25,549 | 1.4 | 164,304 | 1.5 | 88,923 | 2.1 | 70,312 | 3.3 |
| Capital Outlay | 174,133 | 6.2 | 72,232 | 4.5 | 73,556 | 4.1 | 1,546,349 | 14.1 | 51,736 | 1.3 | 73,375 | 3.4 |
| Sub-Total | $2,794,428 | 100% | $1,598,443 | 100% | $1,812,348 | 100% | $10,979,121 | 100% | $4,182,577 | 100% | $2,161,465 | 100% |
| Loan Principal Payments | -0- | -0- | -0- | -0- | 59,867 | 3.2 | -0- | -0- | -0- | -0- | -0- | -0- |
| Flow-Through Out | $ 54,726 | 1.9 | $ 16,697 | 1.0 | -0- | -0- | $ 276,292 | 2.5 | -0- | -0- | $ 625,375 | 22.4 |
| Total | $2,849,154 | 100% | $1,615,140 | 100% | $1,872,215 | 100% | $11,255,413 | 100% | $4,182,577 | 100% | $2,786,840 | 100% |

Exhibit 4 (cont.)





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ESC BUDGET ANALYSIS
COMPARISON: BUDGETED APPROPRIATIONS BY EXPENDITURE CODE
1984-85

| EXPENDITUR CODE | RESC XIII | % | RESC XIV | % | RESC XV | % | RESC XVI | % | RESC XVII | % | RESC XVIII | % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Salaries | $1,764,641 | 43.9 | $1,532,504 | 71.8 | $1,002,573 | 46.0 | $ 2,930,706 | 56.0 | $1,286,104 | 44.9 | $1,209,534 | 53.6 |
| Fringe Benefits | $ 229,398 | 5.7 | 37,492 | 1.8 | 163,890 | 7.5 | 185,394 | 3.5 | 167,064 | 5.8 | 125,908 | 5.6 |
| Travel | 128,988 | 3.2 | 115,883 | 5.4 | 122,939 | 5.6 | 269,047 | 5.1 | 119,297 | 4.2 | 120,567 | 5.3 |
| Rental | 322,620 | 8.0 | 12,000 | 0.6 | 63,379 | 2.9 | 97,635 | 1.9 | 412,925 | 14.4 | 10,080 | 0.5 |
| Communication and Utilities | 200,480 | 5.0 | 55,069 | 2.6 | 77,685 | 3.6 | 96,084 | 1.8 | 61,813 | 2.1 | 68,270 | 3.0 |
| Office Expense and Printing | 282,748 | 7.0 | 90,433 | 4.2 | 191,976 | 8.8 | 647,366 | 12.4 | 457,175 | 16.0 | 173,075 | 7.7 |
| Professional Fees and Services | 933,734 | 23.3 | 150,318 | 7.0 | 373,153 | 17.1 | 520,675 | 10.0 | 253,409 | 8.9 | 418,116 | 18.6 |
| Repairs and Maintenance | 55,300 | 1.4 | 54,487 | 2.5 | 29,038 | 1.3 | 93,170 | 1.8 | 25,350 | 0.9 | 18,400 | 0.8 |
| Capital Outlay | 97,971 | 2.5 | 86,774 | 4.1 | 157,022 | 7.2 | 393,306 | .5 | 80,059 | 2.8 | 110,481 | 4.9 |
| Sub-Total | $4,015,880 | 100% | $2,134,960 | 100% | $2,181,655 | 100% | $ 5,233,383 | 100% | $2,863,196 | 100% | $2,254,431 | 100% |
| Loan Principal Payments | -0- | -0- | -0- | -0- | 21,155 | 0.8 | -0- | -0- | 80,000 | 2.7 | -0- | -0- |
| Flow-Through Out | $ 754,533 | 15.8 | $ 38,391 | 1.8 | $ 365,339 | 14.2 | $ 1,540,474 | 22.9 | -0- | -0- | -0- | -0- |
| Total | $4,770,413 | 100% | $2,173,351 | 100% | $2,568,149 | 100% | $ 6,773,857 | 100% | $2,943,196 | 100% | $2,254,431 | 100% |

Exhibit 4 (cont.)



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ESC BUDGET ANALYSIS
COMPARISON: BUDGETED APPROPRIATIONS BY EXPENDITURE CODE
1984-85

| EXPENDITURE CODE | RESC XIX | % | RESC XX | % | Total | % |
|---|---|---|---|---|---|---|
| Salaries | $3,049,818 | 55.8 | $3,627,392 | 43.6 | $ 43,178,594 | 51.2 |
| Fringe Benefits | 244,828 | 4.5 | 365,941 | 4.4 | 3,163,683 | 3.7 |
| Travel | 133,048 | 2.4 | 149,129 | 1.8 | 2,733,952 | 3.2 |
| Rental | 294,846 | 5.4 | 107,350 | 1.3 | 4,263,542 | 5.1 |
| Communications and Utilities | 67,787 | 1.2 | 148,430 | 1.8 | 1,674,140 | 2.0 |
| Office Expense and Printing | 1,133,122 | 20.7 | 1,319,534 | 15.9 | 9,156,318 | 10.8 |
| Professional Fees and Services | 191,343 | 3.5 | 354,469 | 4.3 | 10,523,167 | 12.5 |
| Repairs and Maintenance | 316,849 | 5.8 | 501,159 | 6.0 | 2,922,684 | 3.5 |
| Capital Outlay | 34,653 | 0.7 | 1,742,225 | 20.9 | 6,792,019 | 8.0 |
| Sub-Total | $5,466,294 | 100% | $8,316,129 | 100% | $ 84,408,099 | 100% |
| Loan Principal Payments | -0- | -0- | -0- | -0- | 201,022 | 0.2 |
| Flow-Through Out | $ 199,628 | 3.5 | $ 637,409 | 7.1 | $ 8,533,706 | 9.2 |
| Total | $5,665,922 | 100% | $8,953,538 | 100% | $ 93,142,827 | 100% |

Exhibit 4 (cont.)

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## REGIONAL EDUCATION SERVICE CENTERS

## COMPARISON OF POSITIONS AND SALARIES FOR 1983-84

| Position | Region I | Region II | Region III | Region IV | Region V | Region VI | Region VII | Region VIII | Region IX | Region X |
|---|---|---|---|---|---|---|---|---|---|---|
| Executive Director | $ 54,570 | $ 62,607 | $ 62,108 | $ 77,141 | $ 57,398 | $ 59,900 | $ 58,500 | $ 50,629 | $ 44,346 | $ 79,762 |
| Deputy Director | -0- | -0- | -0- | 65,902 | -0- | 47,151 | 48,836 | 41,821 | -0- | 61,693 |
| Associate Director | -0- | -0- | -0- | -0- | -0- | -0- | (2) 38,520 | -0- | -0- | 59,110 |
| Administrative Assist. | 25,434 | -0- | -0- | -0- | -0- | -0- | 40,056 | -0- | -0- | -0- |
| Division Director | (2) 40,272 | (3) 50,627<br>49,627 | (5) 41,780<br>32,530 | (5) 58,691<br>48,409 | -0- | (3) 41,001<br>37,605 | -0-<br>-0- | (2) 35,101<br>20,475 | (2) 26,398 | (6) 61,693<br>44,576 |
| Program Director | (4) 35,292*<br>30,900* | (4) 34,875<br>27,037 | -0- | -0- | -0- | (5) 34,881<br>30,681 | -0- | -0- | (4) 30,202<br>26,398 | -0- |
| Coordinators | (12) 31,752<br>26,292 | (2) 40,313<br>40,097 | 23,848 | (10) 43,810<br>39,532 | 39,288 | (5) 28,761<br>23,001 | 31,512 | 29,906 | (2) 23,866<br>22,798 | (3) 39,765<br>32,589 |
| Consultants | (34) 28,920<br>17,996 | (15) 32,558<br>17,467 | (21) 29,092<br>10,032 | (36) 40,958<br>19,961 | (16) 30,145<br>18,555 | (20) 28,761<br>15,813 | (25) 30,576<br>12,960 | (14) 24,019<br>14,428 | (12) 28,801<br>13,243 | (53) 45,659<br>18,218 |
| Media Director | 30,936 | 50,627 | 29,690 | 40,611 | 39,288 | 37,355 | 29,976 | -0- | 22,152 | 49,749 |
| Business Manager | (2) 34,152<br>23,988 | 40,698 | 18,480 | 49,894 | 31,980 | 30,681 | 22,812 | -0- | 21,430 | 49,749 |
| Support | (48) 13,860<br>8,110 | (18) 19,676<br>8,930 | (24) 13,580<br>7,661 | (71) 26,857<br>9,587 | (17) 19,758<br>7,753 | (42) 20,913<br>8,940 | (28) 18,672<br>8,090 | (13) 17,760<br>8,328 | (12) 15,322<br>8,346 | (70) 24,764<br>10,759 |
| Media | (15) 13,860<br>7,107 | (10) 17,388<br>8,941 | (8) 14,280<br>8,230 | (39) 29,655<br>12,238 | (7) 13,558<br>8,306 | (3) 19,017<br>12,211 | (13) 24,980<br>8,090 | (6) 24,830<br>8,588 | (2) 13,436<br>9,214 | (7) 29,932<br>12,243 |
| Data Processing | (5) 17,856<br>9,732 | (5) 19,206<br>11,537 | (5) 21,488<br>9,180 | (52) 48,351<br>11,954 | (8) 41,034<br>11,415 | (5) 41,001<br>11,974 | (8) 31,518<br>10,080 | (4) 23,102<br>13,277 | (4) 20,796<br>7,426 | (42) 49,929<br>11,748 |
| Full-time Equivalent | 125 | 60 | 65 | 217 | 52 | 87 | 82 | 42 | 41 | 186 |

( ) Number of Personnel
* High and low salaries for the position

Exhibit 5





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| Position | Region XI | Region XII | Region XIII | Region XIV | Region XV | Region XVI | Region XVII | Region XVIII | Region XIX | Region XX |
|---|---|---|---|---|---|---|---|---|---|---|
| Executive Director | $ 60,147 | $ 50,442 | $ 60,499 | $ 52,927 | $ 48,672 | $ 70,647 | $ 64,607 | $ 59,700 | $ 63,331 | $ 74,234 |
| Deputy Director | -0- | 44,944 | -0- | 42,367 | -0- | -0- | -0- | 46,217 | 48,548 | -0- |
| Associate Director | -0- | -0- | -0- | -0- | -0- | (2) 49,679<br>46,499 | -0- | 39,045 | -0- | -0- |
| Administrative Asst. | (4) 32,624<br>31,324 | -0- | -0- | -0- | -0- | -0- | -0- | -0- | -0- | -0- |
| Division Director | (4) 42,333<br>40,003 | (2) 44,249<br>41,750 | (2) 46,122 | (2) 35,707 | (2) 34,922<br>31,922 | (4) 40,043<br>37,943 | (4) 48,238<br>39,074 | -0- | (5) 46,335 | (3) 55,805<br>41,611 |
| Program Director | -0- | (2) 37,577<br>23,995 | -0- | (2) 26,935<br>26,455 | (2) 30,972<br>29,074 | -0- | -0- | -0- | -0- | 47,978 |
| Coordinators | -0- | (3) 34,216<br>18,638 | (4) 38,272<br>33,992 | (3) 31,243<br>26,204 | (7) 28,565<br>23,468 | (14) 32,927<br>9,000 | (5) 36,015<br>29,210 | -0- | (8) 36,043<br>20,853 | (5) 45,825<br>38,800 |
| Consultants | (13) 29,502<br>21,242 | (4) 32,752<br>18,734 | (32) 36,667<br>23,422 | (8) 29,419<br>14,630 | (13) 26,357<br>13,145 | (45) 28,811<br>12,073 | (9) 26,835<br>19,844 | (15) 33,394<br>21,175 | (18) 30,599<br>19,509 | (41) 39,776<br>20,336 |
| Media Director | 39,096 | 25,086 | -0- | -0- | -0- | 17,435 | 43,830 | -0- | 37,109 | -0- |
| Business Manager | 40,001 | 41,405 | 46,122 | 35,707 | -0- | 21,431 | 43,777 | 39,045 | 29,646 | -0- |
| Support | (28) 16,248<br>9,102 | (23) 21,119<br>8,985 | (19) 20,617<br>14,625 | (9) 17,767<br>10,135 | (23) 19,980<br>8,427 | (30) 18,359<br>9,440 | (26) 16,047<br>7,116 | (9) 22,450<br>12,435 | (35) 23,688<br>10,780 | (46) 19,738<br>8,282 |
| Media | (19) 28,265<br>11,137 | (7) 15,938<br>10,888 | (6) 20,728<br>13,983 | (2) 14,935<br>9,765 | (3) 13,284<br>12,636 | (3) 15,671<br>9,440 | (7) 24,240<br>8,958 | (10) 25,638<br>8,735 | (15) 16,528<br>6,817 | (11) 21,709<br>6,447 |
| Data Processing | (8) 24,207<br>18,619 | (3) 18,744<br>13,094 | (7) 28,642<br>14,946 | (4) 23,059<br>12,127 | (2) 11,424<br>10,332 | (11) 31,715<br>11,538 | (7) 34,333<br>11,062 | (7) 39,045<br>12,735 | (22) 45,228<br>10,758 | (35) 34,795<br>10,383 |
| Full-time Equivalents | 79 | 47 | 72 | 33 | 58 | 112 | 61 | 45 | 107 | 143 |

Exhibit 5 (cont.)



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## IV. Management and Service Audit

These audits are performed in accordance with a legislative mandate which states:

> "Each Regional Education Service Center, within each five-year period shall: . . . (3) be subject to a management and service audit conducted by the Central Education Agency."

The scope of examination includes: (1) a review of the types of services rendered, (2) an assessment of the management process to include organizational structure and policies, budgeting and the allocation of resources, internal controls and operating procedures, and (3) a financial audit to test the reliability of accounting records, transactions and supporting documentation.

The audit report is submitted to the Commissioner of Education for approval and is then directed to the chairman of the board of directors of the service center for information and consideration of recommendations contained in the report.

Twenty-one audits were conducted and each of the twenty service centers was audited during the first cycle of audits that ended August 31, 1984. Region IX Education Service Center was audited a second time following a change in executive management that occurred as a result of the initial audit. The second cycle of audits was begun in September 1984 and two audits are in progress as of January 2, 1985. The schedule of audits for the second cycle (see Exhibit 6) provides for an audit of each service center within the five-year span as stipulated in the legislative mandate.

The audits reflect that educational service centers are in substantial compliance with mandated responsibilities and authorities contained in the Texas Education Code and in State Board of Education rules. Specifically, the service centers are providing an element of regional leadership in coordinating educational planning, and are offering mandated services in support of statewide educational programs. Educational planning and the provision of services are generally well managed by competent service center staffs. Specific management problems or questionable practices were identified through the audit process at certain service centers. The problems were addressed and changes made in the service center operations where necessary. The State Board of Education has also adopted rules to enable the Commissioner of Education to repond to serious violations in an expeditious manner.

The most pressing general concern identified in the audit process relates to funding constraints. While most educational service centers are financially sound, the continued level of services is now more closely dependent on state funding. In past years, funding from federal and state sources has provided for the RESCs a relatively strong staff of consultants that could be used in assisting school districts across the full range of instructional program needs. The sharp reductions in federal funds and some curtailment in state funds has significantly decreased the staff and capabilities of the RESCs. The greatest impact

has been in the area of instructional services that support accreditation, curriculum development, inservice and staff development assistance to local school districts. It is particularly unfortunate that the RESCs' capabilities are being reduced at the same time that local school districts' need for assistance has been greatly increased by the implementation requirements of 19 TAC, Chapter 75 CURRICULUM and the requirements of House Bill 72.

# Management and Service Audits of Education Service Centers

## Annual Schedule for 2nd Cycle of Audits

### FY 1984-85

| Region | Location |
|---|---|
| VI | Huntsville |
| II | Corpus Christi |
| XII | Waco |
| V | Beaumont |
| XVI | Amarillo |

### FY 1985-86

| Region | Location |
|---|---|
| III | Victoria |
| VII | Kilgore |
| I | Edinburg |
| XIV | Abilene |
| X | Richardson |

### FY 1986-87

| Region | Location |
|---|---|
| XIII | Austin |
| IV | Houston |
| XV | San Angelo |
| XX | San Antonio |
| XI | Fort Worth |

### FY 1987-88

| Region | Location |
|---|---|
| VIII | Mount Pleasant |
| XVII | Lubbock |
| XVIII | Midland |
| XIX | El Paso |
| IX | Wichita Falls |

## V. Basic Services Provided by All Regional Education Service Centers

Under law and the current appropriations act, education service centers are allotted base funds to provide educational services for school districts and to coordinate educational planning in the region. These base funds have been used at the discretion of each education service center to provide services and programs based on school district and center operational needs.

There are certain basic services that need to be provided for school districts. The services are dictated by law, State Board of Education rule and interest, or by Commissioner request. Education service centers are in a position to provide statewide coverage at a prescribed minimal level to ensure that all districts have assistance available. The provision of these services by each center would also justify base funds. There are no other designated funds to support these services that are basic to the state effort for school improvement. Two important developments during this biennium have had an important impact on the basic services needed by local school districts. These developments are the adoption by the State Board of Education of 19 TAC, Chapter 75 which requires comprehensive curriculum reform in public school districts throughout the state, and the enactment of House Bill 72 which requires education reform in other areas of public school education. As a result, many school districts have a greater need for assistance than ever before and these needs are coming at a time of deminishing resources for regional education services.

The Agency staff and education service center executive directors worked together to identify the minimum level of assistance needed by school districts. Exhibit 7 lists the base services and describes the expectations of centers in delivering assistance.

Exhibit 7

## Basic Services Provided By All Regional Education Service Centers

Regional education service centers, through regional planning and cooperation, provide educational services to school districts more efficiently and economically than can be provided by individual school districts. These regional services make a significant contribution to equalization of educational opportunities and to improving the quality of education for public school students throughout the state.

Basic services are provided by all regional education service centers at a prescribed minimum level. Some centers may exceed that level based on the needs of the districts in the region. These basic services are historically required either by law, by the Commissioner of Education, or the State Board of Education. Basic services are provided, in whole or in part, by the base funds appropriated by the Legislature.

Other services are supported primarily by designated state funds. State Base Funds, in many instances, contribute to the support of these designated services.

### Basic Services Supported by State Base Funds

Assistance With Improvement of Basic Skills Instruction: Each education service center shall provide assistance to school districts in planning and developing methods to improve instruction of basic skills. Expectations include:

- The center hosts and assists in training of school district personnel relative to legislative requirements and rules of the State Board of Education.
- The center assists in interpreting and developing strategies to utilize data resulting from the Texas Assessment of Basic Skills and other assessment instruments.
- The center assists the school districts in developing and implementing strategies for providing instruction in those essential curriculum elements designated by State Board of Education rule.
- The center identifies and helps districts to implement practices which show promise of improving student performance in basic skills and other curriculum areas.

Accreditation: Each education service center shall provide assistance to school districts in meeting State Board of Education rules for accreditation. Expectations include:

- The center designates at least one person to be the specific contact(s) for accreditation related communications.

- The center plays an active leadership role by initiating contacts with local school district administrators and offering assistance.

- The center assists schools in preparation of improvement plans, assessing progress, and follow-up activities to strengthen the educational programs as a result of Agency monitoring visits.

General Inservice for School Personnel: Each education service center shall provide assistance to school districts in developing and delivering inservice education. Expectations include:

- The center designates at least one person to be the specific contact(s) for inservice education communications.

- The center plays an active leadership role by initiating contacts with local school administrators and offering assistance with planning and conducting inservice programs.

- The center assists local districts in developing the annual plan for inservice staff development required by the Agency.

- The center conducts or assists in making provision for inservice programs which are differentiated to meet a variety of teacher needs and other school district concerns.

- The center evaluates the inservice programs, reports results to local participants, and uses the results for improving future programs.

Management Agent for Support Services Cooperatives: Each education service center shall provide management agent services for cooperative use of support services personnel units for districts having fewer than 1,000 students in ADA. Expectations include:

- The center ensures that eligible districts are aware of their entitlements.

- The center assists eligible schools to assess needs for support services in light of accreditation requirements.

- The center employs and supervises personnel to serve in the area(s) of need identified by participating school districts.

No funds were appropriated to continue this service beyond the 1983-84 school year.

Regional Planning Meetings with School Districts: Each education service center shall assist school districts in developing plans for complying with legislative requirements and State Board of Education rules. The center shall announce and host regional planning meetings and conduct follow-up activities as needed. Expectations include:

- The center provides an adequate meeting facility.

- The center assists in informing appropriate persons about the meeting.

- The center, if requested, assists in conducting the meeting.

- The center provides follow-up assistance as appropriate.

Display of Textbook Samples and Instructional Media Review: Each education service center shall provide assistance as required by State Board of Education rule to receive and display samples of textbooks being considered for statewide adoption. Each center shall provide opportunities for the public to view educational films and other media distributed by the center.

- The center adopts policy and procedures for meeting its responsibilities in the textbook adoption process.

- The center identifies a specific employee to be responsible for this process.

- The center receives and reports on the samples received.

- The center displays the samples in an orderly fashion and in a place convenient to the public.

- The center disposes of the samples as directed by the Agency.

- At least once a quarter the center schedules an opportunity for the public to view all films and other media distributed by the center.

- Date, time, and location for public viewing are publicized to appropriate news media.

- Films and other media are conveniently available and assistance is provided for those wishing to view the media.

## Administrative Support

As provided for in the Texas Education Code, Section 11.31(f), the administrative costs necessary to support the provision of regional education services to school districts and the coordination of educational planning in the region shall be paid from state funds.

Administrative costs encompass those activities necessary to establish and maintain the service center organization, structure, and facility. These costs are classified in the standard budget reporting system as functions of center operations and include the following:

- Office of the Executive Director
- Legal Counsel
- Personnel
- Data Processing
- Management Information System
- Business Office
- Audit
- Accounting
- Budgeting
- Maintenance and Office Services
- Central Administration

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## Basic Services Supported Primarily By Other State Funds

Enumerated below are basic services required by state law and/or the Texas Education Agency and which are supported primarily by designated state funds. State Base Funds also contribute to the support of many of these services.

Education Media Services: Each education service center shall provide basic education media services as specified in law and in 19 TAC 81.41, 81.42 (relating to Media Service Program of the Education Service Centers). Optional media services may also be provided.

Computer Services: Each education service center shall provide computer services in accordance with the approved state plan for computer services.

Services for Handicapped Students: Each education service center shall provide services to handicapped students in accordance with an approved plan as required in 19 TAC 89.204 (relating to Planning and Evaluation).

Bus Driver Training Services: Each education service center shall provide school bus driver training services as required in 19 TAC 85.214 (relating to Operation of School Buses).

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## VI. Education Service Center Pilot Programs

The State Board of Education has established a pilot program to test a systematic structure for education service centers to deliver special program services in five areas of statewide concern. By rule (Title 19, Part II, Chapter 53, Texas Administrative Code and Statutory Citations) adopted June 1982, the Board authorized the Commissioner of Education to assign additional responsibilities to one or more education service centers on a pilot basis. The responsibilities include:

1. assist the Texas Education Agency in implementing the balanced curriculum concept and improving student learning, especially in the area of basic skills;

2. assist the Texas Education Agency in fulfilling its responsibilities pertaining to school accreditation;

3. assist the Texas Education Agency in providing and improving preservice and inservice training for school personnel;

4. assist the Texas Education Agency in performing its responsibilities concerning school textbooks; and

5. such other responsibilities as the Commissioner may deem appropriate and which the Commissioner might otherwise delegate to the staff of the State Department of Education in accordance with Texas Education Code Sec. 11.52(f).

Pilot regions are thus expected to link some of the priority efforts of the State Board of Education, such as curriculum revision, basic skills, accreditation and preservice and inservice to the priorities of the district and supply concentrated assistance.

These responsibilities were selected because they are fundamental to enhancing basic skills instruction and improving school operations. They also represent critical needs of school districts statewide. The State Board of Education has developed several specific initiatives in these areas which focus on increased student achievement. A core program structure based on these initiatives for the pilot centers is designed to provide for a systematic state and regional delivery of services to schools.

These pilot programs represent long-term efforts rather than a short-term patchwork. The time and staff are available to go back to the districts on a regularly scheduled basis to continue the work on the priorities established.

Regions IV (Houston), VI (Huntsville), and XVI (Amarillo) were designated by the Commissioner as the pilot centers. These regions represent a cross section of school districts (including the Texas Department of Corrections), student populations, institutions of higher education, and other characteristics of the state. These centers are also capable of organizing and directing a comprehensive effort.

The rule provides that the Commissioner of Education will direct the performance of the responsibilities. Each center developed an implementation design based on a common approach and staffing pattern prescribed by the Commissioner in each of the five areas of responsibility. This allowed each pilot center, within the structure provided, to design activities specific to the region.

Some features of the pilot programs include:

- the ability to focus on planning with each level of district personnel (e.g., central administrators, principals, and teachers) primarily on basic skills, focusing on Texas Assessment of Basic Skills results and accreditation. The pilot centers are not limited by categorical funding and are able to address real instructional needs of students;

- the ability to employ staff with high levels of special expertise in reading, composition, and mathematics to focus on curriculum and accreditation. Such staff has the time to spend in districts and work with them over an extended period;

- the provision of in-depth assistance with inservice and with reinforcement of basic skills instruction with districts;

- the staff capability to follow up on accreditation visits. The mechanism does not allow the districts to sit still after visits, but pushes them to follow through on findings and recommendations to improve; and

- the capability to impact on preservice by working with the colleges and universities on basic skills competencies for teacher preparation students. The competencies are the same ones that the centers are concentrating on with teachers.

This pilot effort requires additional funding. The resources must be sufficient to ensure that a base or minimum level of services in each area is provided to school districts. Although the centers will redirect and coordinate available funds, the Commissioner is authorized to provide additional resources. Special funding is being provided, primarily for additional specialized staff and affiliated costs. These funds are not categorical; therefore, they can work with the grade levels, the teachers, where the district needs it.

A comprehensive evaluation of the pilot program will be conducted by the Texas Education Agency. This report will include information describing the programs operated and addressing the results obtained. Necessary costs for providing a base level of services will be determined. School district personnel will be a valuable source of data for the report.

The major part of this effort is to demonstrate that education service centers, under the direction of the Commissioner of Education, can function as an effective regional delivery mechanism to provide core program services designed to cause improved student achievement. Further, this should assist to establish a systematic linking between the Texas Education Agency, education service centers, and school districts for providing core services that improve instruction and increase learning.



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## VII. RECOMMENDATIONS

The State Board of Education recommends that an amount equal to $4,000,000 per year be appropriated to support regional services which are needed by school districts in order to meet the requirements of 19 TAC Chapter 75 CURRICULUM and House Bill 72. These additional services are related to three priorities:

1. Accreditation
2. Training
3. Curriculum

A description of these services to be provided with the additional funds requested follows.

### Accreditation

The following tasks were identified as appropriate for education service centers (ESCs) on an on-going basis beginning with the new biennium:

1. Serve as pre-visit facilitators in districts scheduled for monitoring during the school year.

2. Assist districts in analyzing TEAMS and other achievement results on a campus-by-campus basis in preparation for visits.

3. Promote compliance with Chapter 75 and H.B. 72 through the provision of workshops, conferences, school visits, etc. focusing on specific accreditation requirements.

4. Serve as a disseminator of accreditation documents and information to all districts in the region.

5. Assist each district with the accreditation planning process (five-year plans).

6. Conduct post-visits to assist districts in correcting deficiencies identified during the accreditation monitoring visit.

7. Serve as a liaison between the local school district and the Division of Accreditation.

### Training

The following areas of training were identified as training that should be continued, expanded or initiated by the regional education service centers:

1. Inservice Training

   A. Discipline management
   B. Administrator training in management skills and practices including teacher evaluation
   C. Instructional methods for non-certified instructors (TEC §13.502(b)(6))

D. Teaching methods and classroom management training for alternative certification (TEC §13.035(b)(3))
E. Subject area reinforcement
F. Laboratory requirements for science
G. Remediation and tutorial strategies
H. Appraisal (student testing) strategies
I. Technology use i.e. computer literacy, etc.
J. Administrative budget planning
K. Unique training for special populations
L. Teacher excellence training i.e. mastery learning, planning, reinforcement, etc.
M. Specialized training i.e. school nurses, librarians, counselors, school board members, etc.
N. Development of correlated instructional units
O. Alternative models for scheduling, adapting materials, pacing, etc. of unique students
P. Supervisor training

2. Advanced academic training

A. Subject area reinforcement
B. Appraiser training (teacher evaluation)
C. Use of technology for instruction
D. Unique training for special populations
E. Classroom management
F. Discipline management

Curriculum and Instruction

1. Curriculum

A. Assist districts with the development and implementation of curriculum guides which provide for not only the minimum skills but also the higher order thinking skills in English Language Arts, Mathematics, Science, and Social Studies
B. Assist teachers to develop a scope and sequence of skills for students in the prekindergarten program
C. Help teachers develop materials for teaching the essential elements in special populations programs (bilingual, migrant, special education, and compensatory education)
D. Coordinate alternative instructional delivery systems, such as instructional television
E. Work with teachers to implement lesson planning processes, develop materials, and train teachers to teach math concepts with maniuplative materials
F. Demonstrate the teaching of subjects which use laboratory experiences, and manipulatiave materials
G. Locate materials and media in curriculum areas where the adopted textbooks do not address the essential elements presently in required courses
H. Identify for schools innovative programs that have proven effective for students who operate below grade level in English, math, science, and social studies
I. Train teachers to teach new content requirements in K-5 language development, physical education, and theatre arts


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2. Management Systems

   A. Select and help teachers implement instructional systems to monitor progress of students toward mastery of essential elements.

3. Instructional Effectiveness

   A. Identify and disseminate models of effective instructional teaching
   B. Identify and/or develop tests to measure mastery of the essential elements in all areas of the curriculum
   C. Help districts to develop and implement discipline management programs
   D. Disseminate information from the Texas Education Agency especially to small schools
   E. Provide assistance to districts in preparing their annual performance report
   F. Conduct long-range curriculum assessment/planning for districts

4. Support Services

   A. Coordinate support services which may motivate students to excel academically (i.e. mock trials, competitions, academic decathlons, fine arts councils, volunteer programs)
   B. Coordinate and facilitate with colleges attendance of students in advanced courses

5. Remediation

   A. Tutorials

      (i) Develop and disseminate information about effective tutoring programs
      (ii) Train teachers who are in charge of tutoring programs
      (iii) Assist teachers to improve their communication with parents

   B. Other Remedial Programs

      (i) Provide assistance to school districts which have difficulty providing effective programs for special populations
      (ii) Help districts to implement alternative schools
      (iii) Assist districts with plan for remedial instruction for students who do not master the TEAMS or exit level exam.

In some regions school districts pay a fee to support services now being provided. The level of services provided may differ from district to district according to the needs of the districts and the amount they are willing to pay.

It was the general consensus of the groups that guidelines for providing each of the tasks outlined above could be developed which would ensure that all districts receive basic services without disturbing the "levels-of-services" type arrangement in some regions.

ESC Number

**TEXAS EDUCATION AGENCY**
**Official Budget for Education Service Centers**
**Fiscal Year 1984-85**

County-District Number

The official budget for the year 1984-85 was adopted at a meeting of the regional board of directors on

_____(date).

A copy of this action can be found in the official minutes of this body. I certify that this official budget has been prepared and adopted in accordance with the laws applicable thereto.

_____
Chairman, Regional Board of Directors

One copy of this official budget must be filed on or before October 1, 1984, with the

Texas Education Agency
Division of Management Services
201 East 11th Street
Austin, Texas 78701

AUD-006R84

## Estimated Revenues, Appropriated Expenditures, Other Resources and Uses, and Balances

—ROUND ALL AMOUNTS TO NEAREST DOLLAR—

| | 10 General Fund | 20/30/40 Special Revenue Fund | 81 Expendable Trust Fund | 98 Memorandum Totals |
|---|---|---|---|---|
| **ESTIMATED REVENUES:** | | | | |
| 5720 From Services to LEAs | $ | $ | $ | $ |
| 5730 Tuition and Fees | | | | |
| 5750 Internal Service | | | | |
| 5760 Other Local | | | | |
| 5770 Intermediate Sources | | | | |
| 5780 Outside the State | | | | |
| 5700 Totals | $ | $ | $ | $ |
| 5810 State Foundation (TEA) | $ | $ | $ | $ |
| 5820 State ESC From TEA | | | | |
| 5840/50 Other State (TEA) | | | | |
| 5860 Other State Entities | | | | |
| 5800 Totals | $ | $ | $ | $ |
| 5910/20 Direct Federal | $ | $ | $ | $ |
| 5930 Vocational Ed-Non-Found | | | | |
| 5940 ECIA (TEA) | | | | |
| 5950/60 Other Federal (TEA) | | | | |
| 5900 Totals | $ | $ | $ | $ |
| 5000 TOTAL ALL REVENUES | $ | $ | $ | $ |
| **APPROPRIATED EXPENDITURES:** | | | | |
| 10 CENTER OPERATIONS— | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 10 Totals | $ | $ | $ | $ |
| 20 GENERAL EDUCATION— | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 20 Totals | $ | $ | $ | $ |
| 30 OCCUPATIONAL ED/TECHNOLOGY— | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 30 Totals | $ | $ | $ | $ |

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| | | | | |
|---|---|---|---|---|
| 40 SPECIAL ED., INCLUDING DEAF— | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 40 Totals | $ | $ | $ | $ |
| 50 ED. PROG., SPECIAL POPULATIONS | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 50 Totals | $ | $ | $ | $ |
| 60 REGIONAL SERVICES— | | | | |
| 6100 Salaries | $ | $ | $ | $ |
| 6200 Fringe Benefits | | | | |
| 6300 Travel | | | | |
| 6400 Rentals | | | | |
| 6500 Communications & Utilities | | | | |
| 6600 Office Expense & Printing | | | | |
| 6700 Professional Fees & Services | | | | |
| 6800 Repairs & Maintenance | | | | |
| 6900 Capital Outlay | | | | |
| 60 Totals | $ | $ | $ | $ |
| 6000 TOTAL ALL EXPENDITURES | $ | $ | $ | $ |
| **OTHER RESOURCES:** | | | | |
| 5992 Sale of Land & Buildings | $ | $ | $ | $ |
| 5993 Sale of Equipment | | | | |
| 5994 Net Insurance Recovery | | | | |
| 5995 Lease-Purchase Proceeds | | | | |
| 5996 Loan Proceeds (Noncurrent) | | | | |
| 5997 Flow-Through In | | | | |
| 5998 Transfers In | | | | |
| 5999 Other Receipts | | | | |
| 5990 TOTAL OTHER RESOURCES | $ | $ | $ | $ |
| **OTHER USES:** | | | | |
| 6991 Flow-Through Out | $ | $ | $ | $ |
| 6992 Transfers Out | | | | |
| 6994 Loans Principal | | | | |
| 6999 Miscellaneous Uses | | | | |
| 6990 TOTAL OTHER USES | $ | $ | $ | $ |
| **BALANCES:** | | | | |
| 3100 Beginning Balance | $ | $ | $ | $ |
| 3110 Ending Balance | $ | $ | $ | $ |

## COMPLIANCE STATEMENT

**TITLE VI, CIVIL RIGHTS ACT OF 1964; THE MODIFIED COURT ORDER, CIVIL ACTION 5281, FEDERAL DISTRICT COURT, EASTERN DISTRICT OF TEXAS, TYLER DIVISION**

Reviews of local education agencies pertaining to compliance with Title VI Civil Rights Act of 1964 and with specific requirements of the Modified Court Order, Civil Action No. 5281, Federal District Court, Eastern District of Texas, Tyler Division are conducted periodically by staff representatives of the Texas Education Agency. These reviews cover at least the following policies and practices:

(1) acceptance policies on student transfers from other school districts;

(2) operation of school bus routes or runs on a non-segregated basis;

(3) nondiscrimination in extracurricular activities and the use of school facilities;

(4) nondiscriminatory practices in the hiring, assigning, promoting, paying, demoting, reassigning, or dismissing of faculty and staff members who work with children;

(5) enrollment and assignment of students without discrimination on the basis of race, color, or national origin;

(6) nondiscriminatory practices relating to the use of a student's first language; and

(7) evidence of published procedures for hearing complaints and grievances.

In addition to conducting reviews, the Texas Education Agency staff representatives check complaints of discrimination made by a citizen or citizens residing in a school district where it is alleged discriminatory practices have occurred or are occurring.

Where a violation of Title VI of the Civil Rights Act is found, the findings are reported to the Office for Civil Rights, Department of Health, Education and Welfare.

If there is a direct violation of the Court Order in Civil Action No. 5281 that cannot be cleared through negotiation, the sanctions required by the Court Order are applied.

**TITLE VII, CIVIL RIGHTS ACT OF 1964; EXECUTIVE ORDERS 11246 AND 11375; TITLE IX, 1973 EDUCATION AMENDMENTS; REHABILITATION ACT OF 1973 AS AMENDED; 1974 AMENDMENTS TO THE WAGE-HOUR LAW EXPANDING THE AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967; AND VIETNAM ERA VETERANS READJUSTMENT ASSISTANCE ACT OF 1972 AS AMENDED IN 1974.**

It is the policy of the Texas Education Agency to comply fully with the nondiscrimination provisions of all federal and state laws and regulations by assuring that no person shall be excluded from consideration for recruitment, selection, appointment, training, promotion, retention, or any other personnel action, or be denied any benefits or participation in any programs or activities which it operates on the grounds of race, religion, color, national origin, sex, handicap, age, or veteran status (except where age, sex, or handicap constitute a bona fide occupational qualification necessary to proper and efficient administration). The Texas Education Agency makes positive efforts to employ and advance in employment all protected groups.